



# EXPLORING THE IMPACT OF INTROVERSION AND EXTROVERSION ON CAREER SUCCESS IN POST-PANDEMIC HYBRID AND REMOTE WORK ENVIRONMENTS

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## ABSTRACT

In the case of career success, individuals often rely on traditional factors such as IQ, education, or skill set. However, as more research surfaces, researchers have taken into consideration that psychological factors such as introversion and extroversion can influence career trajectory. As many studies previously mentioned, extroverts are sociable and have an out-going nature while introverts tend to be reflective and reserved. However, how do these traits interact with modern work environments, especially considering the aftermath COVID-19 has left us? Due to the pandemic, hybrid and remote work have been implemented, affecting how introverts and extroverts can thrive in their careers. This study aims to explore the impact of introversion and extroversion on career success, including job performance, career development, work behavior, and interpersonal relationships, especially post-pandemic. Considering how the pandemic introduced remote or hybrid working habits, this has reshaped how introverts and extroverts interact with their work environments; this merits the need for a new study.

**KEYWORDS:** Introversion, Extroversion, Sociability, Leadership, Reserved, Reflective, Covid-19 Pandemic, Hybrid Work Settings

## INTRODUCTION

Introversion and extroversion are some of the most studied psychological traits in the circuit that impact career success. By deciphering what side of the spectrum an individual may reside in, they can discover what roles may be better suited for them. Extroversion, defined by their outgoing nature and sociability, tends to thrive in work environments, including high-energy roles that require consistent interaction. Examples of such include jobs in leadership, sales, or customer-facing positions (Zespół Hushoffice, n.d.). In contrast, introverts, characterized by their reserved and reflective manner, excel in independent and quiet roles such as research, writing, or technical positions (Moore and Li, 2021).

However, research suggests that the recent COVID-19 pandemic has greatly reshaped the global work environment, accelerating the implementation of hybrid and remote work models. These new work environments challenge traditional beliefs about how introverts and extroverts interact with their job and workplace. Hybrid work settings allow for the combinations of both independent and collaborative tasks; individuals are now navigating a unique balance between their personal traits and the demands of their work. As a result, the dynamics between introversion, extroversion, and the concept of career success prediction are ever-evolving. This paper aims to explore how these traits influence career success by exploring the possible factors such as job performance, career development, and interpersonal relationships in the context of hybrid work post-pandemic, with an emphasis on how introverts and extroverts can thrive in this changing landscape (Dhawan, 2021).

## LITERARY REVIEW

Introversion and extroversion are two of the most widely studied personality traits, particularly within the context of career success. According to Eysenck's *Theory of Personality*, these traits exist on opposite ends of the spectrum, with individuals exhibiting varying degrees of either characteristic (Eysenck, 1970). Extroverts are characterized by their outgoing personality, enthusiastic manner, and energy gained by social interactions, while introverts prefer less external stimulation and focus more on internal thoughts (Cain, 2012). The implications of these traits on career success have been explored in various research studies, including Barrick & Mount (1991), which shows that extroverts excel in roles requiring high external stimulation (sales, leadership, customer-facing roles) due to their natural sociability and teamwork skills, while introverts perform best in roles that require independence and deep focus (research, technical positions, writing).

These personality traits often influence how individuals perform in their professional lives and their approach to career success. Both can succeed, but their performance is often subject to change depending on the alignment between their personal traits and the characteristics required on the job. Ambiverts, those who exhibit both introverted and extroverted traits, are especially well-suited for contemporary work contexts, performing exceptionally well in tasks that call for both independent and collaborative work, according to research by Lufkin (2020). Ambiverts' versatility has made them particularly effective in the transition to hybrid work. In conclusion, hybrid work models have opened up new avenues for both introverts and extroverts to flourish in unique ways, but both can achieve success. The secret to success in the modern office is to create a well-balanced work atmosphere

that accommodates both personality types.

## METHODOLOGY

This research uses secondary data methods from existing studies, research, and reports, focusing on how introversion and extroversion can influence career success, particularly in the context of the recent shift in work environments. Data will be collected through peer-reviewed research and literature spanning from the 1900s to today, including post-pandemic studies. Literature from the 1900s is included to serve as a basis for the research, which the sources from the modern day help support and bring new insights considering the effects of the recent COVID-19, which brought in the new work environment, hybrid or remote work.

## Personality in Job Successes

In an ever-evolving world, one that remains defined with little to no changes is introversion and extroversion's impact on career success and what jobs each personality trait can excel in. Extroverts tend to excel in roles that require high social interaction and collaborative work. Extroverts are drawn to leadership, sales, and customer-facing positions because they enjoy networking, social interaction, and leadership challenges. Extroverts can take advantage of their innate gregariousness and outgoing personality in these high-energy positions. Conversely, introverts typically operate in more alone, quiet environments and concentrate more on mastery and regular practice (Moore & Li, 2019). Research positions, technical roles, and jobs that demand expertise are ideal for introverts, as these environments support their tendencies to work independently and concentrate (Moore & Li, 2019).

Before the pandemic, these tendencies shaped the job satisfaction and success of both personality types. While introverts are content in quieter, more isolated occupations, extroverts thrive in dynamic, engaged roles. However, the way that these characteristics impact occupational performance has changed since the pandemic. Both qualities are enhanced for professional success by hybrid work arrangements, which combine possibilities for individual work with teamwork. Now, introverts who have historically performed best working alone can contribute to group projects without compromising their desire for privacy. Similarly, extroverts can still operate in teams while simultaneously taking advantage of the quiet time needed for solitary work (Harvard Business Review, 2020).

Regardless, every personality type deals with different obstacles in the hybrid working environment. Extroverts' natural inclination is towards social gatherings that give them energy (Cain, 2012). Consequently, extroverts may find it hard to cope with tasks needing intensive focus, concentration, or independent work for prolonged periods. On the other hand, introverts are often self-focused and tend to be reluctant to shift their focus toward roles in sales or leadership that are highly networking and self-promoting. These difficulties point to the need to balance hybrid work settings in such a manner that both personality types are able to develop and perform in areas that they traditionally would not have been able to perform optimally.

## Ambiversion: A Harmony of the Two Characteristics

An individual may be categorized as an ambivert if they cannot be placed on either side of the spectrum. Ambiverts are flexible enough to thrive in a variety of professional settings, including both solo and group projects. Ambiverts frequently do better than both introverts and extroverts in leadership jobs, sales roles, and other fields that call for a balance between social engagement and independent work, according to research (Lufkin, 2020). Ambiverts are well-suited to the demands of hybrid work since they can switch between concentrating on a single job and teamwork.

The characteristics of ambiverts were brought to light by the global adoption of hybrid work. Ambiverts may contribute to both individual and group initiatives in work settings that demand both autonomous and collaborative work since they can move between them with ease. Both personality types can flourish and develop in the recently emerging hybrid workplaces, which support a combination of solitary and collaborative work. Having said that, businesses can implement a well-rounded workplace that encourages both individual and group work.

## Benefits of Hybrid Work Environments

Hybrid work environments provide a balance for introverted and extroverted individuals and a place to thrive for ambiverts. Hybrid work environments provide opportunities to enhance networking skills and engage in more collaborative initiatives to foster career enhancement. Introverts, preferring independent work, can explore new opportunities for their career by networking and building social skills. In contrast, extroverts, preferring networking opportunities, can benefit from hybrid work environments as they provide development opportunities for independent work habits, focusing on tasks challenging their ability to go into deep thought and concentration. By balancing their extroverted tendencies with introspective work, extroverted individuals can become more productive in roles requiring independent focus.

Although the traits an individual possesses are important, establishing a balanced work environment is another important way that organizations can help both introverts and extroverts succeed. Because hybrid work models are flexible, both personality types can flourish. Extroverts can participate in high-energy team activities, whereas introverts can work in calmer, more concentrated environments. Improved performance throughout the company and increased job satisfaction can result from developing a balanced workplace culture that recognizes and supports both types.

## CONCLUSION

As previously explored by the research and reports mentioned above, introversion and extroversion can significantly shape career success, influencing work behaviors and professional growth. With the recent COVID-19 acceleration of the implementation of hybrid and remote work, behaviors of the traits have altered how they thrive in workplaces. Introverts can work in content-focused environments, while extroverts can

engage in collaborative efforts and social settings. While both traits are good on their side of the spectrum, both personality traits can benefit from hybrid and remote work environments, as it helps those individuals in areas they may not be so comfortable in. The introduction of hybrid work environments offers new opportunities to balance these traits, becoming ambivert, and fostering success in modern workplaces. Although it is beneficial to try to balance both the traits of extroverted and introverted individuals, organization plays a role in supporting these traits.

Additionally, companies are essential in fostering these qualities by establishing a harmonious workplace. Businesses can create a welcoming and effective work environment where all employees can succeed by comprehending and meeting the needs of introverts, extroverts, and ambiverts. To sum up, hybrid work environments offer people the perfect chance to succeed by striking a balance between their innate tendencies for solo or group projects. This study supports the idea that extraversion and introversion are important components of professional success and that hybrid work settings present a special opportunity for people to reach their full potential in the post-pandemic era. In summary, the changing nature of remote and hybrid work offers a special chance for success for both extroverts and introverts. Businesses that provide a balanced, encouraging atmosphere may help all workers reach their full potential and build a more productive, inclusive workplace that capitalizes on a range of skills and viewpoints.

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